

ANNUAL REPORT 2024-2025



FIRST NATIONS OF QUEBEC
AND LABRADOR HEALTH
AND SOCIAL SERVICES
COMMISSION

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Message from the President of the Board of Directors

WAT'KWANONWERÀ:TON,

On behalf of the Board of Directors, it is my great pleasure to present the Annual Report for the 2024-2025 fiscal year and the status of activities undertaken to support First Nations in their individual and collective self-determination.

We began the year by celebrating the 30th anniversary of the First Nations of Quebec and Labrador Health and Social Services Commission (FNQLHSSC), an important milestone that marks the progress we have made together and our ongoing commitment to wellness. In addition to the mandates and numerous partnerships that are constantly growing and evolving, it is important to highlight the adoption, by consensus, of the new governance model for Quebec First Nations health and wellness by the Assembly of First Nations Quebec-Labrador (AFNQL) Chiefs-in-Assembly. The result of ten years of co-development, this milestone is an important step forward for our self-determination and autonomy.

The Board members and I would like to acknowledge everyone's commitment and hard work. Your support and collaboration are crucial to the implementation and fulfillment of the FNQLHSSC's mandates. Your determination, openness and dedication are sources of inspiration and hope for the entire FNQLHSSC team. We are honoured to continue working together on this collective and forward-looking approach to enhance our peoples' wellness and see them thrive.

NIAWENHKÓ:WA,

Derek Montour

Message from the Executive Director

NDIO AWETI,

Over the past year, our team has focused on projects related to self-determination, governance, and support, which have led to the completion of several mandates stemming from the *2024-2027 Strategic Plan*, launched in April 2024.

The FNQLHSSC has thus deployed several concrete initiatives to meet the needs expressed by representatives of the various networks of expertise. These achievements include delivering an array of training, developing and distributing tools, and organizing numerous consultation processes such as those for the regional information governance strategy and the regional justice strategy.

On behalf of the entire FNQLHSSC team, I would like to extend my heartfelt gratitude for your priceless contribution, a key element of our collective success. We are deeply committed to pursuing our mission together.

TIAWENHK INENH,

Marjolaine Sioui



Administrative Organization

With its team boasting a wide range of knowledge and expertise, the FNQLHSSC favours a multi-sectoral approach and offers personalized support focused on collaboration and synergy. Backed by an experienced management team, it supports and coordinates the work of the Board of Directors and liaises between the Board of Directors, its staff, the AFNQL and the regional commissions and organizations, the communities, organizations, partners and collaborators.



Highlights

Quebec First Nations and Inuit Faculties of Medicine Program (QFNIFMP)



112 medical students since 2008

52 medical students

38 practising doctors

15 medical residents

19 medical interns in

14 First Nations and Inuit communities and organizations



13 medical students admitted to the **First Nations and Inuit contingent** and

2 students admitted to the **regular contingent** in September 2024

Non-Insured Health Benefits (NIHB)

120 support requests



Jordan's Principle

40 support requests

ACCESS TO SERVICES



CHILDREN AND FAMILIES



Early childhood

Child and family services compensation and class actions

4 interviews and **18** follow-up meetings with communities

14 compensation follow-up

60 meetings with partners and communities

Child and family services

152 support requests



21 communities adhering to the agreement on the delegation of certain powers concluded between the Quebec's Ministère de la Famille and the FNQLHSSC



7 projects for expansions and new facilities

5 renewed childcare centre permits

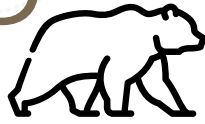
2 Nishkat Network meetings

1 childcare centre supported during its opening and expansion

4 hours of legal services granted to each community that has signed the agreement

1 educational resources meeting

HEALTH AND WELLNESS



EMR

Electronic medical record

Health component

20 communities using EMR MYLE

3 communities using another EMR

2 communities in a reflection process

Social component

13 communities using EMR MYLE

5 communities using another EMR

13 communities using MYLE Analytics

6 communities without EMR



Réseau de services intégrés pour les personnes adultes

8

accredited trainers

4

user communities

Multiclientele assessment tool

12

trained support workers

Safe patient handling techniques

6

communities with an instructor



Support

More than **500** virtual meetings

42 cases of in-person support

HORIZON
Income security

22 updates

Quebec First Nations Regional Portal of Health and Wellness Indicators (population health monitoring plan)

241 active users

91 indicators available in English and French



INCOME SECURITY AND SOCIAL INCLUSION



PSYCHOSOCIAL SUPPORT

Addiction prevention

27 cases of support

6 advisory committee meetings

5 meetings with directors of treatment centres and shelters



Violence prevention

27 follow-ups

1 training available

Mental wellness



2 training courses available

7 support requests

5 committee meetings

Suicide prevention

12 training courses available

17 requests for support



22 support requests

6 advisory committee meetings

Communication tools



10 press releases

10 editions of the *Rising Sun* newsletter



20 videos

30 shoots

EXPOSURE

Publications and mail-outs

26 new tools and publications

23,145 tools sent by mail

1,596 mailed items

59 memorandums



Social networks

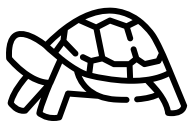
6,499 Facebook followers (increase of 1,185) 

757 YouTube followers (increase of 170) 

1,847 LinkedIn followers (increase of 741) 

120 meetings, training sessions, events, workshops and webinars

GOVERNANCE AND COMMUNITY ENGAGEMENT



Health and social services governance process

Adoption of the **new** health and wellness governance **model**

28 communities visited



Legal services

3 briefs

7 official letters

2 interventions on bills

1 community support for the drafting of the *Loi Tshisheuatishitau* (law on the benevolence and self-determination of the community of Uashat mak Mani-Utenam)

1 application to intervene filed with the Canadian Human Rights Tribunal on the long-term reform of First Nations Child and Family Services (FNCFS) Program)

1 intervention in the Superior Court of Quebec to support a community protecting its legislation implemented under the *Act respecting First Nations, Inuit and Métis children, youth and families*

1 application for intervention filed with the Canadian Human Rights Tribunal in the matter of *First Nations Child and Family Caring Society et al. v. Attorney General of Canada*



Justice

35 follow-ups with communities

70 follow-ups with external organizations and partners

5 cases of support

Quebec-Labrador First Nations information governance strategy

24 First Nations communities and **20** First Nations organizations participating

110 participants at the May 2024 regional meeting

21 presentations



First Nations Regional Health Survey – Phase 4



1,561 interviews

13 communities surveyed

Support

21 requests

4 training courses available

21 trained support workers



Presentation

Founded in 1994 by the AFNQL Chiefs, the FNQLHSSC defends the interests of First Nations in Quebec and acts as a technical advisor and consultant to fulfill the mandates with which it is entrusted.

VISION

First Nations individuals, families and communities are healthy, have equitable access to quality care and services, and are self-determining and culturally empowered.

MISSION

To accompany Quebec First Nations in achieving their health, wellness, culture and self-determination goals.

ORGANIZATIONAL VALUES

Organizational values are at the heart of our approach and are the foundation and driving force for employees in any organization. To carry out its mission and better meet the needs of its clientele, the FNQLHSSC draws on the expertise and experience of a dynamic, committed team that champions the following values.

RESPECT

A mutual attitude that consists of recognizing the value of others, the environment and the cultural specificities of First Nations.

COLLABORATION

The process by which people or organizations commit to achieving common goals in line with the vision and mission of the organization.

ADVOCACY

Promoting equity, equality, justice and respect for rights, influencing decision makers and denouncing laws or policies that may violate fundamental or ancestral rights or cause social inequality.

INTEGRITY

Adoption of honest, fair and equitable behaviour.

CULTURE

Respect for cultural, spiritual, intellectual and emotional diversity: lifestyles, rights, value systems, traditions and beliefs. Culture is a distinct way of being, thinking, acting and communicating.

Board of Directors

The FNQLHSSC is governed by a Board of Directors composed of seven members elected by the general assembly. It has all powers granted to it by the general assembly and is tasked with all related duties. The Board of Directors is accountable to the AFNQL Chiefs and to the FNQLHSSC general assembly. To ensure the organization's sound governance, the Board members follow administrative processes to keep their strategic orientations front and centre. They have a variety of roles and duties that require their ongoing involvement.

ANNUAL GENERAL ASSEMBLY

As set out in the FNQLHSSC *Charter and General By-Laws*, the President of the Board of Directors convened a hybrid annual general assembly on July 18, 2024, followed by an orientation session for new Board members. After the electoral process, the Board of Directors was as follows.



EXECUTIVE:

President: Derek Montour, from Kahnawake
Vice-President of Health: David McLaren, from Kebaowek
Vice-President of Social Services: vacant
Secretary-Treasurer: Eniko Neashish, from Wemotaci

BOARD MEMBERS:

Malik Kistabish, from Pikogan, Marceline Tshernish, from Uashat mak Mani-Utenam, Donna Metallic, from Listuguj, and Sophie Paul, from Pessamit (absent from the photo)

ACTIVITIES CARRIED OUT

The Board of Directors held an annual general assembly preparatory meeting, an annual general assembly, a meeting of new Board members, four regular meetings, three meetings on priority files, a strategic planning meeting and two special meetings with the Board of Directors of the Regroupement des centres d'amitié autochtones du Québec.

FNQLHSSC Board members and assigned staff participated in several activities on top of their ongoing responsibilities. Here is an overview.

DATE	ACTIVITY
August 29, 2024	Participation in the regional engagement meeting with AFNQL Chiefs, the Assembly of First Nations (AFN) and Indigenous Services Canada regarding the draft agreement on long-term reform of the FNCFS Program in Lac-Beauport.
September 11-12, 2024	Participation in the regional meeting on violence prevention in Saint-Gabriel-de-Valcartier.
September 18, 2024	Participation in a panel at the symposium on health and presentation of the health and social services governance process.
October 16-18, 2024	Participation in the Special Chiefs Assembly of the AFN on the draft agreement on long-term reform of the FNCFS Program.
January 16, 2025	Participation in a promotional video for the Special Chiefs Assembly of the AFNQL in Wendake.
March 26, 2025	Participation in the Special Chiefs Assembly of the AFNQL on the Quebec First Nations health and social services governance process in Montréal.
April 2024 to March 2025	<ul style="list-style-type: none"> - Implementation of the <i>2024-2027 Strategic Plan</i> - Publication of press releases - Presentation of briefs in parliamentary committee with the AFNQL - Speeches at regional events



GOVERNANCE COMMITTEES OF THE BOARD OF DIRECTORS

- Members of the Policy Verification Committee met to align the FNQLHSSC's human resources management policy with the new medical leave provisions in the Canada Labour Code.
- The Risk Management, Finance and Audit Committee held a meeting to validate the audited financial statements for the 2024-2025 fiscal year.
- Two Board members collaborated with the Monitoring Committee in developing the *2024-2027 Strategic Plan*.
- The Committee on the hiring and performance evaluation of the Executive Director held a meeting.

ENVIRONMENT

The FNQLHSSC works closely with the AFNQL and the regional commissions and organizations. It establishes collaborative relationships and partnerships with governments, community organizations, universities, hospitals, associations, professional orders and other organizations.

For information monitoring purposes, it maintains contact with First Nations local governments and with representatives of both provincial and federal governments. It sometimes addresses the media as part of its mandates, and it takes advantage of these opportunities to raise awareness of the realities experienced by First Nations in Quebec.

The progress and results are largely attributable to the support of First Nations political leaders and the outstanding collaborative work being carried out with communities and organizations.

CLIENTELE

The FNQLHSSC provides support and consultation to people working in the fields of health, social services, early childhood, social development, research and information technology.

COLLABORATORS

In 2024-2025, funding was received from several sources, including federal and provincial departments and other organizations, such as:

- Indigenous Services Canada – First Nations and Inuit Health Branch and Regional Operations
- Employment and Social Development Canada
- Housing, Infrastructure and Communities Canada
- Quebec's Ministère de la Santé et des Services sociaux
- Quebec's Ministère de l'Emploi et de la Solidarité sociale
- Quebec's Ministère de la Famille
- Quebec's Ministère de la Justice
- Department of Canadian Heritage
- Secrétariat aux relations avec les Premières Nations et les Inuit
- First Nations Information Governance Centre

Part of the funds is used in particular to carry out projects and activities stemming from the annual priorities, and the other part is decentralized to First Nations according to their local priorities.

COMMITTEES COORDINATED

The current governance structure of the FNQLHSSC requires collaboration from many stakeholders. The committees it coordinates are created at the request of First Nations to ensure they are involved and can participate in guiding the organization and making decisions. Below is a list of the main committees.

GOVERNANCE

In addition to the governance committees of the Board of Directors, four committees and a working group support the coordination of the health and social services governance process:

- Chiefs Advisory Committee
- Committee of Partners
- Working Group on the Decision-Making Process
- Ad hoc working group for the implementation of the *Declaration of First Nations' Rights to Self-Determination and Cultural Safety*

SOCIAL DEVELOPMENT AND EARLY CHILDHOOD

- Nishkat Network (educational childcare services and childcare centres)
- Educational childcare services annual pedagogical meeting
- First Nations in Quebec Informal Care Roundtable
 - Quebec First Nations Homelessness Advisory Committee
 - Income Assistance Managers and Advisors Network

HEALTH AND SOCIAL SERVICES

- Health and Social Services Directors Network
- First Nations Child and Family Services Regional Round Table
- Regional Round Table on Wellness and Addiction Prevention Among First Nations
- Treatment Centre Directors Network
- First-Line Services Coordinators Network
- Jordan's Principle Coordinators Network

RESEARCH AND INFORMATION RESOURCES

- Advisory Committee on First Nations Infostructure Nations
- Advisory committees on population surveys and evaluations
- Regional working group for the implementation of the regional information governance strategy

A renewed approach to governance rooted in self-determination

First Nations in Quebec have observed for many years that the current health and social services system is not an adequate option for their populations. The health and social services governance process, undertaken in 2014, stems from this observation and the need to renew the current governance structure.



The process aims to develop and support their autonomy in a perspective of self-determination and enhanced wellness. The objective is to help improve the service offer and access to services at the local and regional levels, through the development and implementation of an effective health and social services governance model, by and for them.

COORDINATION

In accordance with a motion adopted in 2014 by the AFNQL Chiefs, the FNQLHSSC has been coordinating this process. Its role consists particularly of ensuring the participation of First Nations so that the health and wellness governance model reflects their realities and needs.

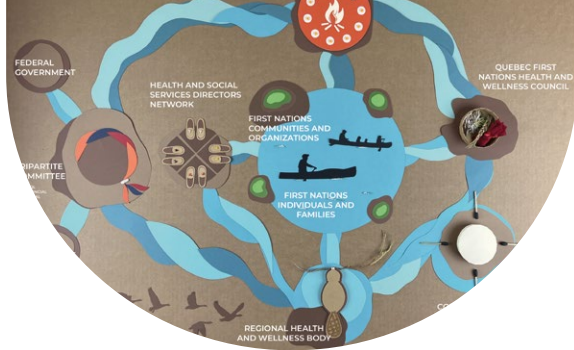
COMMUNITY TOUR

The FNQLHSSC visited **28 communities** between November 2024 and March 2025. The objective of this tour was to discuss the governance process and the establishment of a regional health and wellness body. The exchanges also served to clarify this body's roles and responsibilities, to present its benefits, and to respond to any concerns raised by the communities and organizations.

Participants included Grand Chiefs, Chiefs, Advisors, General Directors, Health and Social Services Managers, and other stakeholders. An additional information session was held on March 25, 2025, to present the model to two communities that could not be met as part of the tour.

*Coming together is a Beginning * Keeping together is Progress * Working together is Success*





NEW HEALTH AND WELLNESS GOVERNANCE MODEL

The new model was presented to the AFNQL Chiefs, then adopted by consensus, by resolution, on March 26, 2025. The FNQLHSSC's mandate is now to prepare the transition to the new model while respecting First Nations autonomy and to develop an integrated health and wellness services planning approach. The Chiefs Advisory Committee will establish an ad hoc committee, which will appoint a negotiating team to develop an agreement in principle. This agreement will lead to the signing of a final agreement to transfer federal health and wellness responsibilities to a governance body based on the new model.

Several projects were also carried out during the joint development of this model:

- Presentation of the model's structure and holding of interactive workshops at the FNQLHSSC pre-Annual General Assembly in July 2024.
- Focus groups with representatives of First Nations communities and organizations leading to improvements to the new model and proposed structure.
- Special meeting in February 2025 with the Health and Social Services Directors to provide updates on the governance model, the tools available, and priorities in preparation for the special assembly on March 26, 2025.
- Production of documents on stakeholders' roles and responsibilities.
- Completion of two analyses, namely the portrait of services and the liaison function within communities and organizations.

INTEGRATED HEALTH AND WELLNESS SERVICES PLANNING

A pilot project carried out in collaboration with the Wendake and Mashteuiatsh communities allowed the FNQLHSSC to lay the foundations for a structured planning approach. This preliminary work will form the basis for the next steps, which collectively define a new approach to integrated health and wellness services planning. This initiative paves the way for better service coordination, taking into account each community's priorities, knowledge and realities.

RELATIONS WITH QUEBEC

The FNQLHSSC produced a synthesis report as part of the consultation with integrated health and social services centres, integrated university health and social services centres and university hospital centres. This report aims to explore the type of partnerships that can be developed between Santé Québec, its institutions, and the future regional health and wellness body. It paints a portrait of the information collected and highlights the main challenges raised by the Quebec health and social services institutions.

Since May 2024, Dr. Stanley Vollant has served on the Board of Directors of Santé Québec. His presence contributes to enhanced communication and consultation with First Nations, while fostering a better understanding of their realities and needs within the health and social services network.





AREAS OF INTERVENTION

The organization's growth is influenced by its mandates and emerging priorities and needs. The team uses an integrated and personalized approach to help First Nations achieve a greater local and collective autonomy. Here is a non-exhaustive list of the different teams' scope of work.

SENIOR MANAGEMENT

- Sound management of the organization
- Strategic and organizational development
- Fulfillment of the strategic plan and mandates
- Support to the Board of Directors
- Close link with the AFNQL and the regional commissions and organizations, First Nations communities and organizations, and external collaborators and partners

GOVERNANCE

- Health and social services governance process
- Legal services
- Policy and program analyses
- Protection of personal information

ADMINISTRATIVE AND FINANCIAL SERVICES

- Coordination of the Working Group on the Decision-Making Process
- Follow-up with communities, organizations, suppliers and financial partners
- Employee support
- Finance and decentralization of funding
- Support for the development, implementation, monitoring, and evaluation of the strategic plan and annual planning
- Human resources management

COMMUNICATIONS

- Planning and development of tools
- Management of internal and external communications
- Advice on appropriate communication actions and appropriate means of dissemination
- Website updates
- Social media management
- Document revision and translation
- Awareness campaigns and thematic days
- Document management

HEALTH

- Development of strategies to support community initiatives
- Healthy lifestyles (physical activity, nutrition and public health)
- Access to services (Jordan's Principle and Non-Insured Health Benefits)
- Coordination of Team Eastern Door and the North for the National Aboriginal Hockey Championships and the North American Indigenous Games

SOCIAL SERVICES

- Support for first-line child and family services
- Development of strategies and templates
- Clinical intervention
- Prevention and protection services
- Social crises and violence prevention
- Addiction, mental health and wellness
- Justice initiatives

EARLY CHILDHOOD

- Development of strategies related to child development and early learning and child care (0 to 12 years)
- Community and family support
- Head Start Program
- Support for childcare services and Indigenous Early Learning and Child Care

SOCIAL DEVELOPMENT

- Income security
- Social inclusion and professional integration
- Elder wellness
- Informal caregiving, home care and assisted living
- Community mobilization and development
- Homelessness and fighting poverty and social exclusion

RESEARCH

- Monitoring of health status and its determinants
- Program evaluation
- Population surveys
- Information governance strategy

INFORMATION RESOURCES

- Telehealth
- Information management systems
- Connectivity and information technology outsourcing
- Cybersecurity

FOUR-COMPONENT SERVICE OFFER

Personalized **support** is offered to promote skill building and development and to empower its clientele.

Training, developed on an ongoing and as-needed basis, is offered based on demand.



Culturally respectful **tools** that support clients in their administrative, professional and clinical practice.

This component includes using **information** governance, population surveys and information technology to improve access to services, foster knowledge transfer, populate social and health indicators and enhance local and collective governance.



Accomplishments

This section outlines the projects and activities implemented based on the four priority areas of the **2024-2027 Strategic Plan** between April 1, 2024, and March 31, 2025.

GOVERNANCE AND SELF-DETERMINATION

The FNQLHSSC supports First Nations in achieving their health and wellness objectives and in achieving their vision of self-determination and governance. This is reflected in the establishment of regional governance models and the implementation of major reforms in health, social services and wellness. The FNQLHSSC has carried out **nine actions** under this priority area.

1.1 ACCESS TO COLLECTIVE GOVERNANCE MODELS

Efforts were focused on six projects to propose relevant collective governance models.

The FNQLHSSC finalized the **establishment of the acceptability and feasibility of the new health and wellness governance model**. The AFNQL Chiefs **adopted the new model** on March 26, 2025.

The Quebec First Nations regional justice strategy was adopted. The AFNQL Chiefs tasked the FNQLHSSC with developing a business plan.

A regional meeting on the information governance strategy was held on May 7-8, 2024. On February 26, 2025, the Chiefs passed a **motion supporting Phase 2** of the strategy.

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▶ As part of the tenth anniversary of the **Declaration of the Rights of First Nations Children**, the Chiefs were sent a promotional package.

On February 26, 2025, the Chiefs tasked the FNQLHSSC with developing a **Bill on the Commissioner for the Wellness and Rights of First Nations Children and Youth in Quebec**.

1.2 STRENGTHENING LOCAL SELF-DETERMINATION

The FNQLHSSC has carried out three projects related to strengthening local self-determination in health and wellness.

The analysis and presentation of the feasibility study for the transfer of the Assisted Living Program have been completed. The FNQLHSSC is awaiting recommendations to determine the next steps.

As for the **Declaration of Commitment to Ensure Free, Prior and Culturally Informed Consent in Health Services for First Nations Girls and Women in Quebec**, the work was completed in collaboration with the Collège des médecins du Québec.

The objectives of the **regional evaluation of the impacts of the long-term reform of the FNCFS Program** and the **evaluation of the implementation of the Indigenous Early Learning and Child Care fund** were achieved.

As governance and self-determination are priorities, most projects with these aims will span several years. The FNQLHSSC is carrying out ongoing work on the following projects:

- **Renewal of the administrative agreement with the Quebec’s Ministère de la Famille regarding educational childcare services;** an application to amend sections 16 and 121.2 of the *Educational Childcare Act* has been filed.
- **Support in the development of community laws regarding child and family services.**
- **Phase 2 of the information governance strategy**, including the release of a website.
- The **Declaration of First Nations’ Rights to Self-Determination and Cultural Safety**, including the release of an action plan.
- **Portrait of the situation of Quebec First Nations in prisons.**

SUPPORT TOWARD CAPACITY BUILDING

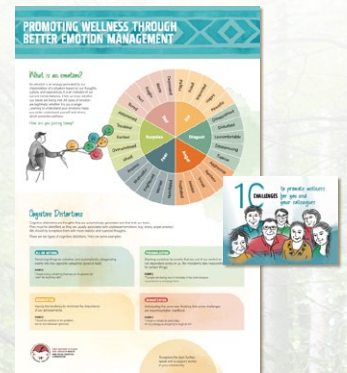
Through its *Accompaniment Framework for Quebec First Nations Communities/Organizations*, the FNQLHSSC adopts a personalized, holistic, and cross-sectoral approach to promote capacity building and access to health and wellness services. Evolutionary and culturally safe, this approach prepares the succession by offering training and tools to strengthen autonomy. The FNQLHSSC has carried out **13 actions** under this priority area.

2.2 IMPLEMENTATION AND EVALUATION OF INTEGRATED HEALTH AND WELLNESS PLANNING

The FNQLHSSC has supported First Nations in their work to implement and evaluate their integrated planning, particularly in the fields of health, wellness, and research.

First Nations Wellness Day was celebrated. Promotional tools and resources were distributed. A special day was organized for FNQLHSSC employees, giving them space to recharge.

As part of public health initiatives, **information capsules and webinars** on measles and respiratory syncytial virus, presented by Dr. Stanley Vollant, were shared with the entire network.



The drafting of the **Québec Study on Social Relations at School, at Work and in the Community – First Nations component** is officially completed. It will be published next year.

The FNQLHSSC collaborated on **21 engagement and consultation processes** as well as two research projects with external organizations (see Appendices 1 and 2). Lastly, eight evaluations and research projects were conducted in partnership with external collaborators (see Appendix 3).

Quebec First Nations and Inuit Faculties of Medicine Program

This program promotes access to medical studies and the integration of future First Nations and Inuit physicians into faculties of medicine in Quebec, while raising awareness of First Nations and Inuit realities and cultures. Thanks to the program, 13 students were admitted to the First Nations and Inuit contingent in 2024-2025 and two students were admitted to the regular contingent. In addition, 19 students had the opportunity to do a medical internship in First Nations and Inuit communities and organizations in 2024.

2.3 PERSONALIZED SUPPORT

The FNQLHSSC has facilitated access to quality services and care respecting the principles of cultural safety. These efforts have focused on community mobilization, and the health and wellness of children, elders, and families.

Horizon 2.0 training has been updated; support for the platform users continues. **The training on social inclusion and professional integration has been updated** and workshops will soon be offered. **Videoconferences on community projects** were organized, providing a space to exchange, share expertise, and collaborate.

The Shared Vision: A Self-Determination Approach Focused on the Social Determinants of Health meeting, held in January 2025, was a great success. Some 100 participants from different backgrounds attended the workshops and plenaries focusing on common goals: Improving wellness, strengthening integrated approaches, and supporting initiatives of communities and organizations.





The **regional meeting on family violence prevention and intervention with family members** meeting was held on September 11-12, 2024. The themes discussed included the fight against the sex trade and intergenerational trauma. A collective visual narrative, community initiatives and projects, as well as discussion and sharing activities were also on the agenda.

The **Participation of Girls and Women in Sports and Physical Activity** meeting, held in March 2025, was an opportunity to document good practices and promote female participation in sports and physical activities. The enriching discussions addressed the barriers faced by First Nations and Inuit girls and women in the practice of sport.



► A **practical guide on infectious diseases** was developed for childcare services directors and workers.

The Jordan's Principle Toolkit was updated and deployed.

In May 2024, 36 athletes and 10 coaches and volunteers represented Team Eastern and Door and the North, with coordination by the FNQLHSSC, at the **National Aboriginal Hockey Championships** in Grande Prairie, Alberta.

The complaints handling process involving childcare centres was reviewed. New complaint forms and an updated web page are available.

Financial decentralization and community visits

A total of **\$34 million** was decentralized to communities through **16 contribution agreements**. The FNQLHSSC provided support to 30 communities and organizations through 182 visits.

A large part of the FNQLHSSC's efforts and achievements fall under the support toward capacity building priority area.

The following projects are ongoing:

- **Pharmacy project, First Nations banner**
- **Legal information campaign on youth protection**
- **Creation of an early childhood curriculum** focused on First Nations languages and cultures
- **Phase 2 of the portrait of First Nations criminalization**
- **Guide to collective prescriptions**
- Guide to physical activity, ***Generations in Movement***
- **Toolbox** intended for the Boards of Directors of childcare services
- **Tools to promote health and wellness training programs**

PRIORITARY 3 ADVOCACY

PRIORITARY

Self-determination remains a priority to meet health and wellness needs in a fair and secure manner. Advocacy aims to mobilize actors around local and collective issues, while asserting our rights, in a context marked by jurisdictional issues. The FNQLHSSC also plays a key role in strengthening First Nations' technical knowledge and capacity to defend their rights and interests, as well as addressing systemic barriers. It provides guidance and advice to governments during consultations. Thus, **four actions** under this priority area have been implemented.

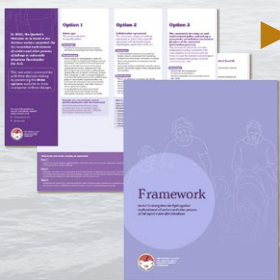
3.1 PROTECTION AND MAINTENANCE OF RIGHTS AND INTERESTS

First Nations were given support to help them protect and maintain their rights and interests.

Consultation in detention facilities to paint a picture of the situation of First Nations in Quebec in prison settings has officially been completed. A publication will be released in the coming year.

The "Digital and Artificial Intelligence Ethics: Reference Directory" section has been added to the *Toolbox of research principles in an Aboriginal context: ethics, respect, fairness, reciprocity, collaboration and culture*. It brings together national and international guidelines and protocols for digital ethics.

The first step of the **development of tools to support communities in relation to the changes made to An Act to combat maltreatment of seniors and other persons of full age in vulnerable situations** has been completed. The drafting of a reference framework to support the impacts of these amendments, the decision support process and the proposed options have been completed. This document will serve as a basis for developing new tools.





Promotional activities were organized. A variety of awareness-raising initiatives on the realities of children and families, such as **Early Childhood Week**, were organized and launched to raise awareness of children’s health and wellness rights, needs and priorities.

The FNQLHSSC is carrying out ongoing work on the following projects:

- **Drafting and dissemination of phase 2 of the report on free and informed consent and imposed sterilizations.**
- Publication of a **portrait of the situation of First Nations in prisons.**
- Development of a ***Bill on the Commissioner for the Wellness and Rights of First Nations Children and Youth in Quebec***; consultations are in progress.
- **Launch of the awareness campaign against racism and discrimination.**
- **Information capsules, webinars and information sessions**, according to priorities and legislative changes.

OPERATIONAL EFFICACY

To remain current and innovative, the FNQLHSSC encourages the development of its internal resources. It encourages them to strengthen their individual capacities and optimize their overall performance with a view to improving its services.

4.2 CONTINUOUS IMPROVEMENT OF ITS GOVERNANCE AND OPERATIONS

The FNQLHSSC attracted First Nations employees and retained its employees through targeted initiatives by carrying out **three major projects** in this priority area.

In 2024, **the FNQLHSSC celebrated its 30th anniversary.** To mark three decades of innovation, milestones, and collective accomplishments, a cultural gathering and banquet was held to bring together First Nations representatives, partners, and employees in an atmosphere of celebration and pride.

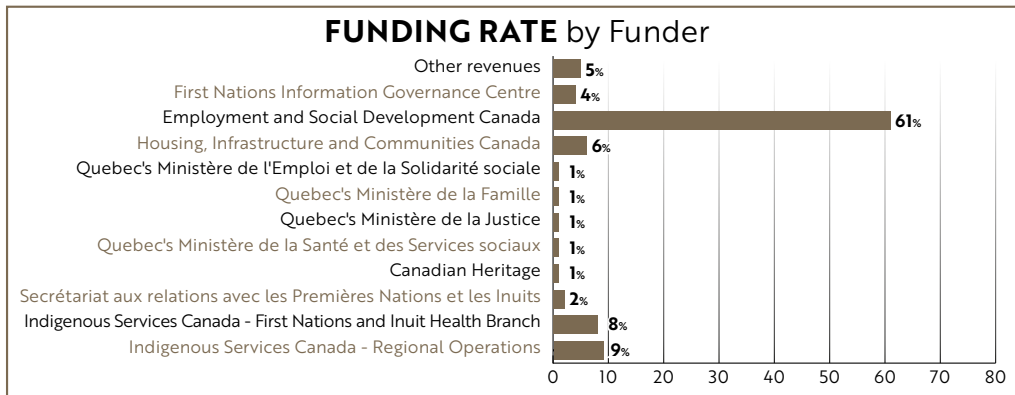
The 2024-2027 Strategic Plan was launched and started. It promotes greater empowerment and encourages local governments to exercise their rights in the areas of health and wellness. **The FNQLHSSC's new visual**, imbued with the riches of the territory, has brought a breath of fresh air to official communications.

The FNQLHSSC will pursue the following initiatives:

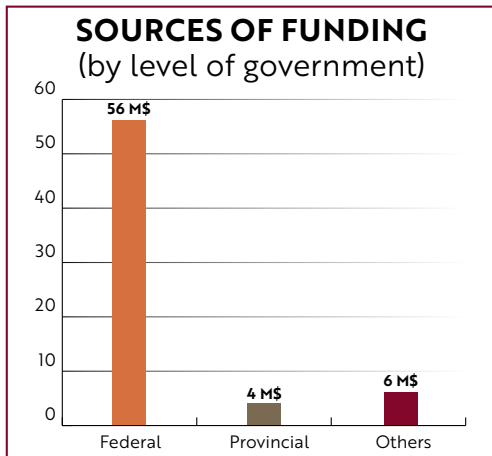
- **Phase 1 of the multisectoral platform for First Nations support;** a review and discussion paper will be presented.
- **Revision of the Accompaniment Framework for Quebec First Nations Communities/Organizations.**
- Phase 1 of the **SAGE 2.0 platform.**
- **Revision of internal policies;** updates to the financial management policy are being validated.
- **Ongoing deployment of the strategic and organizational communication plan.**
- **Feedback system for tools and publications.**
- **Attraction and recruitment of First Nations employees.**

Financial Report 2024-2025

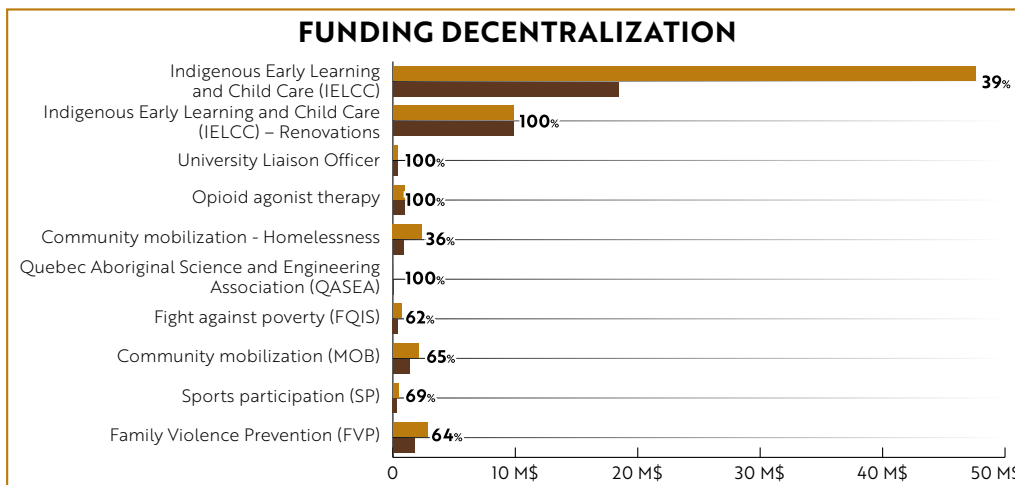
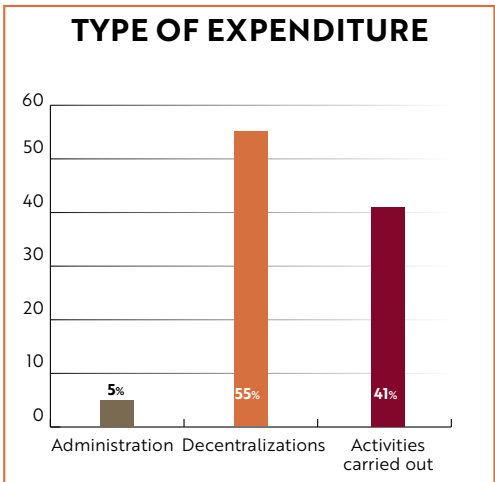
To carry out its mandate, the FNQLHSSC receives funding from the following departments and organizations: First Nations Information Governance Centre; Employment and Social Development Canada; Housing, Infrastructure and Communities Canada; Quebec's Ministère de l'Emploi et de la Solidarité sociale; Quebec's Ministère de la Famille; Quebec's Ministère de la Justice; Quebec's Ministère de la Santé et des Services sociaux; Canadian Heritage; Secrétariat aux relations avec les Premières Nations et les Inuit; Indigenous Services Canada – First Nations and Inuit Health Branch – Regional Operations.



The funding distributed to communities and organizations represents 55% of the funding envelope.



The funding received was used to coordinate and support projects and activities stemming from annual priorities and mandates, such as the organization of events, meetings and regional committees, the development of tools, publications, promotional campaigns, training courses and strategic documents as well as the core operations of the FNQLHSSC.



The FNQLHSSC is increasingly decentralizing funding to First Nations communities in Quebec. In fact, a \$34 million agreement was concluded in 2024-2025 to support them in answering their needs and achieving their objectives.

INDEPENDENT AUDITOR'S REPORT

To the members of the
First Nations of Quebec and Labrador Health and Social Services Commission

Qualified Opinion

We have audited the financial statements of First Nations of Quebec and Labrador Health and Social Services Commission (the « Organization »), which comprise the balance sheet as at March 31, 2025, and the statements of operations, changes in net asset and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the « Basis for Qualified Opinion » section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

The Organization presents the fixed assets and intangible assets acquisitions in the programs as expenses in order to facilitate the follow-up of the budgets on an annual basis and to comply with the obligations required within the scope of financial agreements with lessors. Moreover, the amortization is directly deducted in the statement of changes in net asset and does not affect the income of the year. Respecting the same objective to facilitate the follow-up of budgets on an annual basis, the grant funding adjustments or reimbursements from previous years are considered in the net asset and not in the income of the year. The possible effects of these matters on the financial statements for the years ended March 31, 2025 and 2024 were not determined. Our audit opinion on the financial statements for the year ended March 31, 2024 was modified accordingly because of the effects of this departure from Canadian accounting standards for not-for-profit organizations.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the « Auditor's Responsibilities for the Audit of the Financial Statements » section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

MNP¹ LLP

Québec (Québec)
July 10, 2025

¹ CPA auditor, public accountancy permit No. A129324

OPERATIONS

AS AT MARCH 31, 2025

	2025	2024
Revenues		
Indigenous Services Canada (ISC - Regional operations (RO))		
Agreement 2021-QC-000053		
Flexible funding	\$2,773,411	\$3,096,270
Fixed funding	3,082,740	2,904,408
Indigenous Services Canada (ISC - First Nations and Inuit Health Branch (FNIHB))		
Agreement 2021-QC-000053		
Block funding	5,510,068	6,306,792
Flexible funding	-	2,700,000
Fixed funding	10,022	1,116,305
Aboriginal Sport Circle	-	10,000
Employment and Social Development Canada (ESDC)	40,154,131	32,856,964
Infrastructure Canada	3,858,995	1,154,280
Events registrations	45,730	86,020
Interests	3,229,291	2,244,552
First Nations Information Governance Centre (FNIGC)	2,491,806	2,137,294
Ministère de la Famille (MFA)	761,479	625,253
Ministère de l'Emploi et de la Solidarité sociale (MESS)	691,606	708,014
Ministère de la Santé et des Services sociaux (MSSS)	937,425	1,114,359
Ministère de la Sécurité publique	63,700	63,700
Minister of Canadian Heritage - Sport Canada	450,455	450,455
Ministère de l'Éducation	-	690,000
Department of Justice Canada	-	306,822
Ministère de la Justice Québec	333,450	302,760
Moose Hide Campaign Development Society	55,000	-
Support revenues	28,772	37,562
Secrétariat aux relations avec les Premières Nations et les Inuit (SRPNI)	1,001,696	1,103,696
Others	139,233	86,913
Carried from last year	56,536,791	37,007,323
Deferred to next year	(68,561,933)	(56,536,791)
Balance carried forward - Revenues	\$53,593,868	\$40,572,951

The accompanying notes are an integral part of these financial statements.

OPERATIONS (CONT.)

AS AT MARCH 31, 2025

	2025	2024
Balance brought forward - Revenues	\$53,593,868	\$40,572,951
Expenses		
Purchases		
Leasehold improvements	45,154	-
Office equipment	10,863	45,545
Computer equipment	362,175	97,796
Software	939	-
Community computer equipment purchases	300,612	828,000
Social activities	890	864
Insurance	19,885	23,786
Maintenance and repairs	67,974	113,388
Decentralization	-	415,448
Decentralization to the communities	34,382,930	22,618,555
Computer equipment maintenance	448,791	446,291
Bank fees	6,596	6,298
Miscellaneous operating expenses	328,322	395,237
Design and distribution expenses	653,118	596,878
Travel and training expenses	2,000,443	1,893,442
Meeting logistics expenses	1,009,412	585,167
Consulting fees	1,712,310	2,160,260
Professional fees	18,500	17,500
Rental of equipment	25,378	131,815
Rent	253,091	241,520
Salaries and fringe benefits	11,904,344	9,955,161
	53,551,727	40,572,951
Surplus for the year	\$42,141	\$ -

The accompanying notes are an integral part of these financial statements.

CHANGES IN NET ASSET FOR THE YEAR ENDED MARCH 31, 2025

	2025	2024
INVESTED IN FIXED ASSETS AND INTANGIBLE ASSETS		
Balance, beginning of year	\$524,786	\$658,170
Acquisition within the revenues	419,131	143,341
	943,917	801,511
Loss on write-off of fixed assets	83,500	68,822
Amortization	226,362	207,903
Balance, end of year	\$634,055	\$524,786
INVESTED IN PROGRAMS (note 9)		
Balance, beginning of year		
Balance previously reported	\$877,308	\$884,749
Adjustments to prior years net asset		
Accounts receivable write-off	(5,906)	(9,371)
Accounts payable write-off	3,625	1,930
Grant funding reimbursement	(36,971)	-
Adjusted balance	838,056	877,308
Surplus for the year	42,141	-
Balance, end of year	\$880,197	\$877,308

The accompanying notes are an integral part of these financial statements.

BALANCE SHEET

AS AT MARCH 31, 2025

	2025	2024
ASSETS		
Current assets		
Cash	\$8,643,043	\$4,223,475
Redeemable term deposits, 2.90% to 5.00%, maturing from April to December 2025 (2024 : 4.95%, maturing in September and October 2024)	75,000,000	41,000,000
Other receivables (note 3)	2,066,409	1,244,035
Grants receivable (note 4)	5,314,422	29,399,347
Prepaid expenses	75,613	58,486
	91,099,487	75,925,343
Fixed assets (note 5)	569,494	433,897
Intangible assets (note 6)	64,561	90,889
	\$91,733,542	\$76,450,129

The accompanying notes are an integral part of these financial statements.

BALANCE SHEET (CONT.)

AS AT MARCH 31, 2025

	2025	2024
LIABILITIES		
Current liabilities		
Accounts payable (note 7)	\$21,631,109	\$18,484,994
Grants funding to be repaid	26,250	26,250
Deferred grants funding (note 8)	68,561,931	56,536,791
	90,219,290	75,048,035
NET ASSET		
Invested in fixed assets and intangible assets	634,055	524,786
Invested in programs (note 9)		
Unrestricted	832,167	832,903
Ongoing programs	48,030	44,405
	880,197	877,308
	1,514,252	1,402,094
	\$91,733,542	\$76,450,129

On behalf of the Commission,

The accompanying notes are an integral part of these financial statements.

CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2025

	2025	2024
Operating activities		
Surplus for the year	\$42,141	\$ -
Allocation to net asset		
Grant funding reimbursement	(36,971)	-
	5,170	-
Net change in non-cash working capital items related to operating activities		
Other receivables	(828,280)	(1,065,735)
Grants receivable	24,084,925	(25,881,779)
Prepaid expenses	(17,127)	(10,816)
Accounts payable	3,149,740	11,126,254
Grants funding to be repaid	-	26,250
Deferred grants funding	12,025,140	19,529,468
	38,419,568	3,723,642
Investing activity		
Matured term deposit	-	2,000,000
Net increase in cash and cash equivalents	38,419,568	5,723,642
Cash and cash equivalents, beginning of year	45,223,475	39,499,833
Cash and cash equivalents, end of year (note 10)	\$83,643,043	\$45,223,475

The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2025

1. STATUTES AND NATURE OF OPERATIONS

The mandate of the First Nations of Quebec and Labrador Health and Social Services Commission (hereafter the « Organization ») was ratified by the Assembly of First Nations Quebec-Labrador by a resolution on April 14, 1994.

The Organization's mission is to promote and ensure the physical, mental, emotional and spiritual well-being of the First Nations individuals, families and communities to foster access to comprehensive health and social services programs that are adapted to the First Nations and designed by recognized organizations sanctioned by the local authorities while respecting cultures and local autonomy.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) and include the following significant accounting policies:

Use of estimates

The preparation of the financial statements in accordance with ASNPO requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. These estimates are reviewed periodically and adjustments will be made to income as appropriate in the year they become known.

Financial instruments

Initial measurements

The Organization initially measures its financial assets and liabilities originated or exchanged in arm's length transactions at fair value. Financial assets and liabilities originated or exchanged in related party transactions, except for those that involve parties whose sole relationship with the Organization is in the capacity of management, are initially measured at cost.

The cost of a financial instrument in a related party transaction depends on whether the instrument has repayment terms. The cost of a financial asset or liability in a related party transaction that has repayment terms is determined using its undiscounted cash flows, excluding interest and dividend payments, less any impairment losses previously recognized by the transferor. When the financial instrument does not have repayment terms, its cost is determined using the consideration transferred or received by the Organization in the transaction.

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Financial instruments (continued)

Subsequent measurement

The Organization subsequently measures all its financial assets and liabilities at cost or amortized cost.

Financial assets measured at amortized cost using the straight-line method include cash, term deposits, other receivables and grants receivable.

Transaction costs

Transaction costs related to financial assets and financial liabilities are included or deducted in the initial measurement of the asset or liability.

Impairment

For financial assets measured at cost or amortized cost, the Organization determines whether there are indications of possible impairment. When there are, and the Organization determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows, a write-down is recognized in income. If the indicators of impairment have decreased or no longer exist, the previously recognized impairment loss may be reversed to the extent of the improvement. The carrying amount of the financial asset may not be greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in income.

Revenues recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net asset in the year.

Interest income is recognized in the period in which it is earned. Other revenues is recognized when there is persuasive evidence that an arrangement exists, the services have been rendered, the price is fixed or determinable and collection is reasonably assured.

Cash and cash equivalents

The Organization's policy is to disclose bank balances under cash and cash equivalents, including bank overdrafts with balances that fluctuate frequently from being positive to overdrawn and temporary investments with a maturity period of three (3) months or less from the date of acquisition.

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Fixed assets and intangible assets

Fixed assets are accounted for at cost. Amortization is calculated on the basis of their useful life using the following methods and rates or duration:

	Methods	Rates and periods
Leasehold improvements	Straight-line	5 years
Office equipment	Declining balance	20%
Computer equipment	Declining balance	30%

Intangible assets are accounted for at cost. Amortization on software is calculated on the basis of their useful life using the declining balance method at an annual rate of 30%.

The Organization has adopted the policy of recording the fixed assets and intangible assets as expense in the various programs at the time of the acquisition to allow the follow-up of the budgets on an annual basis. Amortization is directly deducted in the statement of changes in net asset and does not affect the income of the year.

Impairment of long-lived assets

When the Organization observes conditions that indicate that a fixed asset and intangible asset is impaired, the net carrying amount of the fixed asset and intangible asset is written down to the asset's fair value or replacement cost. The write-downs of fixed asset and intangible asset are accounted for as expenses in the statement of operations.

Pension plan

The defined contributions accounting standards are applied to multiemployer Benefit Plan as the Organization doesn't have enough information to apply the defined benefits accounting standards.

3. OTHER RECEIVABLES

	2025	2024
Accrued interests	\$1,780,548	\$938,846
Sales taxes	282,642	303,481
Others	3,219	1,708
	\$2,066,409	\$1,244,035

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

4. GRANTS RECEIVABLE

	2025	2024
Employment and Social Development Canada (ESDC)	\$ -	\$24,558,855
Infrastructure Canada	2,372,955	1,154,280
First Nations Information Governance Centre (FNIGC)	1,479,569	1,415,824
Ministère de l'Éducation	-	727,345
Ministère de la Justice Québec	166,725	302,760
Ministère de la Santé et des Services sociaux (MSSS)	247,000	148,170
Ministère de la Sécurité publique	-	63,700
Secrétariat aux relations avec les Premières Nations et les Inuit (SRPNI)	200,339	607,678
Indigenous Services Canada (ISC - Regional operations (RO) and First Nations and Inuit Health Branch (FNIHB))	673,370	238,678
Others	174,464	182,057
	\$5,314,422	\$29,399,347

5. FIXED ASSETS

	2025		2024	
	Cost	Accumulated amortization	Net carrying amount	Net carrying amount
Leasehold improvements	\$150,912	\$103,209	\$47,703	\$8,831
Office equipment	201,263	160,939	40,324	69,808
Computer equipment	957,055	475,588	481,467	355,258
	\$1,309,230	\$739,736	\$569,494	\$433,897

6. INTANGIBLE ASSETS

	2025		2024	
	Cost	Accumulated amortization	Net carrying amount	Net carrying amount
Software	\$318,879	\$254,318	\$64,561	\$90,889

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

7. ACCOUNTS PAYABLE

	2025	2024
Accounts payable and accrued expenses	\$1,261,570	\$1,292,782
Decentralization to the communities	18,841,906	15,846,577
Salaries and vacations	1,203,085	1,080,766
Fringe benefits and government remittances	163,797	136,155
Pension plan	160,751	128,714
	\$21,631,109	\$18,484,994

8. DEFERRED GRANTS FUNDING

	2025	2024
ISC Global Agreement - First Nations and Inuit Health Branch (FNIHB)	\$3,402,854	\$4,167,555
Public health	-	12,413
Governance	3,044,809	4,736,678
Racism and discrimination project	297,090	491,486
Moose Hide Day	49,876	-
First-Line services	74,388	36,699
Family violence prevention program	1,013,947	303,959
Justice project	27,178	128,460
Liaison Officers - Correctional Services	55,569	63,524
Quebec First Nations regional justice strategy engagement process	-	54,196
Legal tools	32,856	107,600
Bill 113	11,015	11,015
Bill 21	-	63,909
Prescribed opioid tools	-	4,890
Opioid agonist therapy sites project	781,923	1,703,556
Training - Permanent life plan	11,376	16,546
YPA tools	-	19,672
Youth protection	223,678	223,678
Gladue translations	80,670	156,822
Compensation for First Nations Child and Family Services (FNCFS)	674,213	465,305
Sports Canada	76,047	-
Non-Insured Health Benefits (NIHB)	362,015	339,433
North American Indigenous Games (NAIG)	-	226,984
Health legislation project	124,058	147,867
Balance carried forward	\$10,343,562	\$13,482,247

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

8. DEFERRED GRANTS FUNDING (continued)

	2025	2024
Balance brought forward	\$10,343,562	\$13,482,247
Improvement of the Quebec First Nations and Inuit Facilities of Medicine Program	-	67,024
Human resources to address anti-Indigenous racism	181,947	589,919
MFA Agreement	105,437	157,233
Training of educators - FNEC	15,852	31,301
Indigenous Early Learning and Child Care (IELCC)	43,490,358	33,210,208
EMR project - Health centers	-	178,584
Myle - Social profile	642,251	710,115
Regional Health Survey (RHS)	-	339,792
Regional Social Survey	451,291	623,609
Regional information governance strategy	2,050,974	1,460,507
Genomics research	39,000	-
Data literacy	12,922	-
Social development sector	-	123,629
Homelessness	3,647,387	1,132,262
QADA	74,973	-
Support team	-	214,770
Fonds québécois d'initiatives sociales (FQIS)	261,283	59,091
Community mobilization	954,901	1,098,053
Informal care	45,906	41,070
Assisted Living Program Regional Meeting	272	2,564
Investing in communities	6,243,615	3,014,813
	\$68,561,931	\$56,536,791

NOTES TO THE FINANCIAL STATEMENTS (CONT.) FOR THE YEAR ENDED MARCH 31, 2025

9. NET ASSET INVESTED IN PROGRAMS

	Balance, beginning of year	Surplus for the year	Adjustments to previous years and transfer to net asset of ended or existing programs	Balance, end of year
Core funding (management and administration)	\$387,942	\$ -	(\$736)	\$387,206
Governance	1,799	-	-	1,799
First-Line services	6,697	-	-	6,697
Justice project	-	36,971	(36,971)	-
Training - Permanent life plan	-	5,170	(5,170)	-
Non-Insured Health Benefits (NIHB)	15,000	-	-	15,000
North American Indigenous Games (NAIG)	-	-	1,280	1,280
Indigenous Early Learning and Child Care (IELCC)	1,400	-	-	1,400
Information resources sector	(5,122)	-	1,058	(4,064)
Regional Health Survey (RHS)	7,650	-	50	7,700
Social development sector	16,981	-	-	16,981
Support team	-	-	1,237	1,237
Net asset of ended programs	444,961	-	-	444,961
	\$877,308	\$42,141	(\$39,252)	\$880,197

The surplus of certain programs has been transferred to the surplus of ended programs. Also, the unrestricted net asset of existing programs consists of surplus which come from unfinished programs, but will not be reinvested in the same project.

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

10. CASH FLOW

	2025	2024
Cash and cash equivalents		
Cash	\$8,643,043	\$4,223,475
Redeemable term deposits	75,000,000	41,000,000
	\$83,643,043	\$45,223,475

11. PENSION PLAN

The employees of the Organization participate in the Native Benefits Plan (NBP). The NBP is a defined benefits plan and is intended for all employees of the First Nations of Canada. The employer contributes 1.82 times of the employee contribution in the pension fund. The contribution for aboriginal employees are 8.5% of their salary and non-aboriginal employees are 6.8% of their salary.

12. FINANCIAL INSTRUMENTS

Financial risks

The significant risks arising from financial instruments to which the Organization is exposed as at March 31, 2025 are detailed below.

Liquidity risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is exposed to this risk mainly in respect of its accounts payable and grants funding to be repaid. Exposure to liquidity risk is higher as at March 31, 2025 due to the increase of financial liabilities.

Credit risk

Credit risk is the risk that one party to a financial asset will cause a financial loss for the Organization by failing to discharge an obligation. The Organization's credit risk is mainly related to other receivables and grants receivable. Exposure to credit risk is lower as at March 31, 2025 due to the decrease of grants receivable.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rates. The Organization is exposed to interest rate risk on its fixed interest rate financial instruments. Fixed interest rate instruments subject the Organization to a fair value risk, since fair value fluctuates inversely to changes in market interest rates.

NOTES TO THE FINANCIAL STATEMENTS (CONT.)

FOR THE YEAR ENDED MARCH 31, 2025

13. CONTINGENCIES

Within the framework of some specific contributions' agreements, the Organization may have to refund the contributions' surplus unused. As at March 31, 2025, the amount of the contributions surplus which can be subject to a refund is estimated at \$32,900.

14. ENGAGEMENT

Under a long-term lease agreement expiring in March 2027, the Organization is renting premises with minimum lease payments totaling approximately \$523,000 until the lease expires. The agreement includes the option to renew the lease for two additional periods of three (3) years each. The minimum lease payments to be made during each of the next two (2) fiscal years amount to approximately:

\$258,900	in 2026
264,100	in 2027

15. ECONOMIC DEPENDANCE

The Organization receives 85% (85% in 2024) of its funding from federal governmental grants. In the event of the non-renewal of these agreements, the Organization's operations would be compromised.

16. COMPARATIVE FIGURES

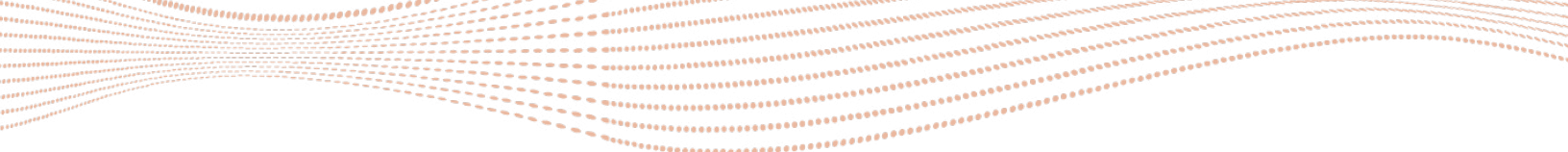
Certain figures from fiscal year 2024 have been reclassified to ensure consistency with the presentation of fiscal year 2025.

APPENDICES

Appendix 1: Engagement Processes and Consultations

In addition to coordinating consultations, the FNQLHSSC ensured the participation of First Nations in external consultations.

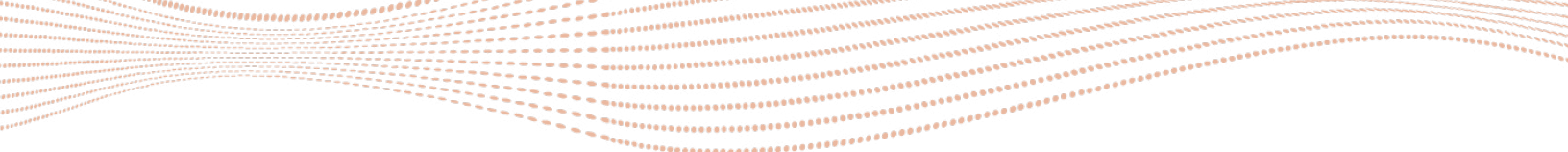
BODIES	TOPICS	PARTNERS OR COLLABORATORS
First Nations	Home Care Policy consultations	FNQLHSSC
Indigenous Services Canada Indigenous Services Canada	Reform of the Income Assistance Program	FNQLHSSC
	Engagement process for the co-development of distinctions-based Indigenous health legislation	AFN, First Nations communities and organizations
AFN AFN	Engagement process for the implementation of the Quebec First Nations regional justice strategy	AFNQL, Justice Canada and Crown-Indigenous Relations and Northern Affairs Canada
	Long-term reform of the FNCFS Program	First Nations representatives in Canada FNQLHSSC
Quebec's Ministère de la Santé et des Services sociaux	Consultation on the renewal of the Plan d'action en santé et bien-être des femmes	FNQLHSSC
Government of Quebec	Implementation of the 2022-2027 <i>Government Action Plan for the Social and Cultural Wellness of the First Nations and Inuit</i>	FNQLHSSC



BODIES	TOPICS	PARTNERS OR COLLABORATORS
Parliament of Canada – Senate Standing Senate Committee on Legal and Constitutional Affairs	<i>Bill on Coerced Sterilization: So It Never Happens Again – Brief on Bill S-250, An Act to amend the Criminal Code (sterilization procedures)</i>	Collège des médecins AFNQL FNQLHSSC
Assemblée nationale du Québec – Commission des institutions	Brief: <i>Family Law: The Perspective of First Nations in Quebec – Bill 56, An Act respecting family law reform and establishing the parental union regime</i>	AFNQL FNQLHSSC
Parliament of Canada – Senate Standing Senate Committee on Official Languages	Brief: <i>Linguistic Realities of the First Nations in Quebec</i>	FNQLHSSC
Assemblée nationale du Québec Commission de la santé et des services sociaux	Letter: ² <i>Amendments to Bill 66, An Act to reinforce the supervision of persons in respect of whom has been rendered a verdict of not criminally responsible by reason of mental disorder or of unfit to stand trial</i>	FNQLHSSC
Assemblée nationale du Québec Commission de l'économie et du travail	Written intervention regarding Bill 71, <i>An Act to improve support for persons and to simplify the social assistance regime</i>	FNQLHSSC
Assemblée nationale du Québec Commission des institutions	Written intervention regarding Bill 73, <i>An Act to counter non-consensual sharing of intimate images and to improve protection and support in civil matters for persons who are victims of violence</i>	FNQLHSSC

² The letters and written interventions are available upon request.

BODIES	TOPICS	PARTNERS OR COLLABORATORS
<p>Assemblée nationale du Québec</p> <p>Commission de la santé et des services sociaux</p>	<p>Written intervention regarding Bill 83, <i>An Act to foster the practice of medicine in the public health and social services network</i></p>	<p>FNQLHSSC</p>
<p>Parliament of Canada – Senate</p> <p>Standing Senate Committee on Human Rights</p>	<p>Minutes of proceedings: <i>Speech by Derek B. Montour with the theme of “the importance of being connected to your roots,” as part of the examination of issues that may arise relating to human rights generally</i> (external link)</p>	<p>FNQLHSSC</p>
<p>Office des professions du Québec</p>	<p>Written intervention regarding the <i>Regulation amending the Regulation respecting professional acts that persons other than midwives may engage in on certain terms and conditions</i></p>	<p>FNQLHSSC</p>
<p>Assemblée nationale du Québec</p>	<p>Written intervention regarding the Select Committee on the Impacts of Screens and Social Media on Young People’s Health and Development</p>	<p>FNQLHSSC</p> <p>Institut Tshakapesh</p>
<p>Assemblée nationale du Québec</p> <p>Commission des institutions</p>	<p>Multiple and coordinated interventions with the parliamentary opposition in the detailed study process of Bill 32, <i>An Act to establish the cultural safety approach within the health and social services network</i>, based particularly on the <i>brief tabled in 2023 during the special consultations</i></p>	<p>AFNQL</p> <p>Québec solidaire</p> <p>Parti libéral du Québec</p>



BODIES	TOPICS	PARTNERS OR COLLABORATORS
<p>Assemblée nationale du Québec</p> <p>Commission de la santé et des services sociaux</p>	<p>Coordinated intervention with the parliamentary opposition in the detailed study process of Bill 37, <i>An Act respecting the Commissioner for Children’s Well-Being and Rights</i>, based particularly on the brief tabled by the AFNQL during the special consultations</p>	<p>AFNQL</p> <p>Québec solidaire</p>
<p>Assemblée nationale du Québec</p> <p>Office of Minister Jean-François Roberge</p>	<p>Written intervention to Minister Jean-François Roberge requesting amendments to Bill 84, <i>An Act respecting national integration</i></p> <p>AFNQL</p>	<p>AFNQL</p> <p>FNQLHSSC</p>
<p>Assemblée nationale du Québec</p> <p>Commission des institutions</p>	<p>Written intervention on Bill 91, <i>An Act establishing the Unified Family Tribunal within the Court of Québec</i></p>	<p>FNQLHSSC</p>

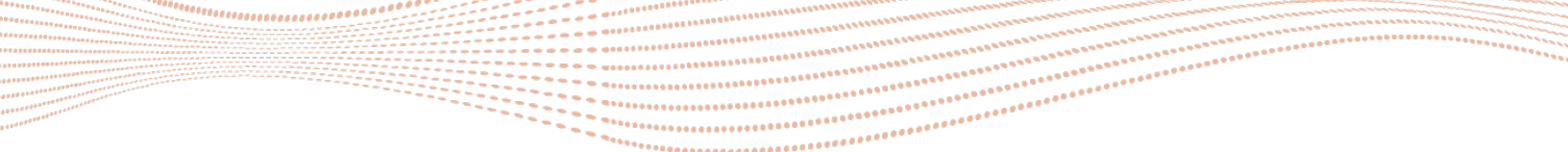




Appendix 2: External Collaborations on Research Projects

The FNQLHSSC was asked to collaborate on the following research projects.

TITLE	COLLABORATORS
CARIPP Qualitative Exploratory Study	Richard Wootton, Team Leader, Canadian Surveillance System for Poison Information at Health Canada Initiative of the Canadian Surveillance System for Poison Information and Maude St-Onge, Centre antipoison du Québec and Université Laval
La maladie de Parkinson et les Premiers Peuples du Québec : répondre aux besoins médicaux non satisfaits	Aurélie Rose de Rus Jacquet, Researcher and Assistant Professor at Université Laval

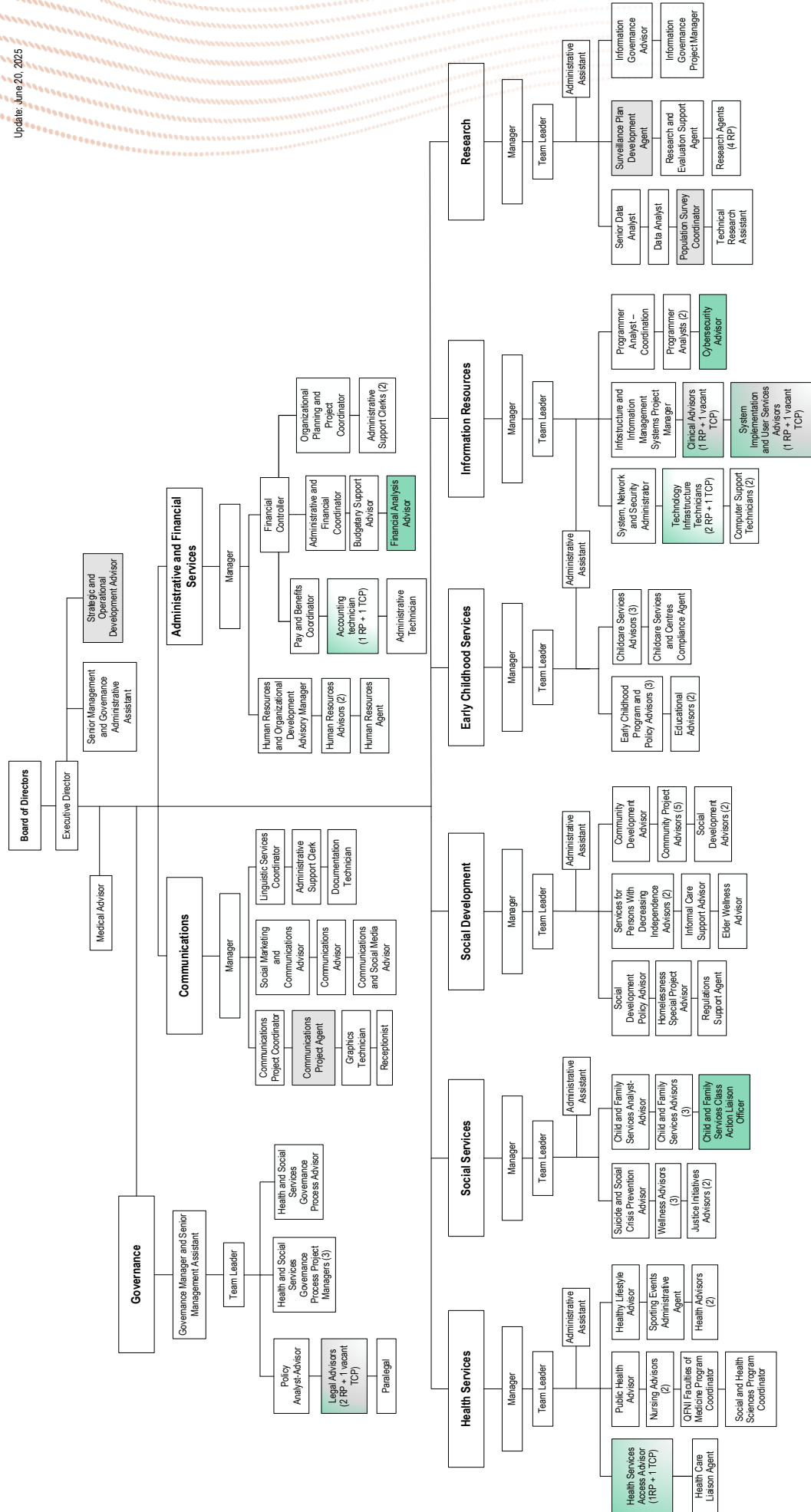


Appendix 3: Initiatives, Evaluations and Research Projects Conducted by the FNQLHSSC

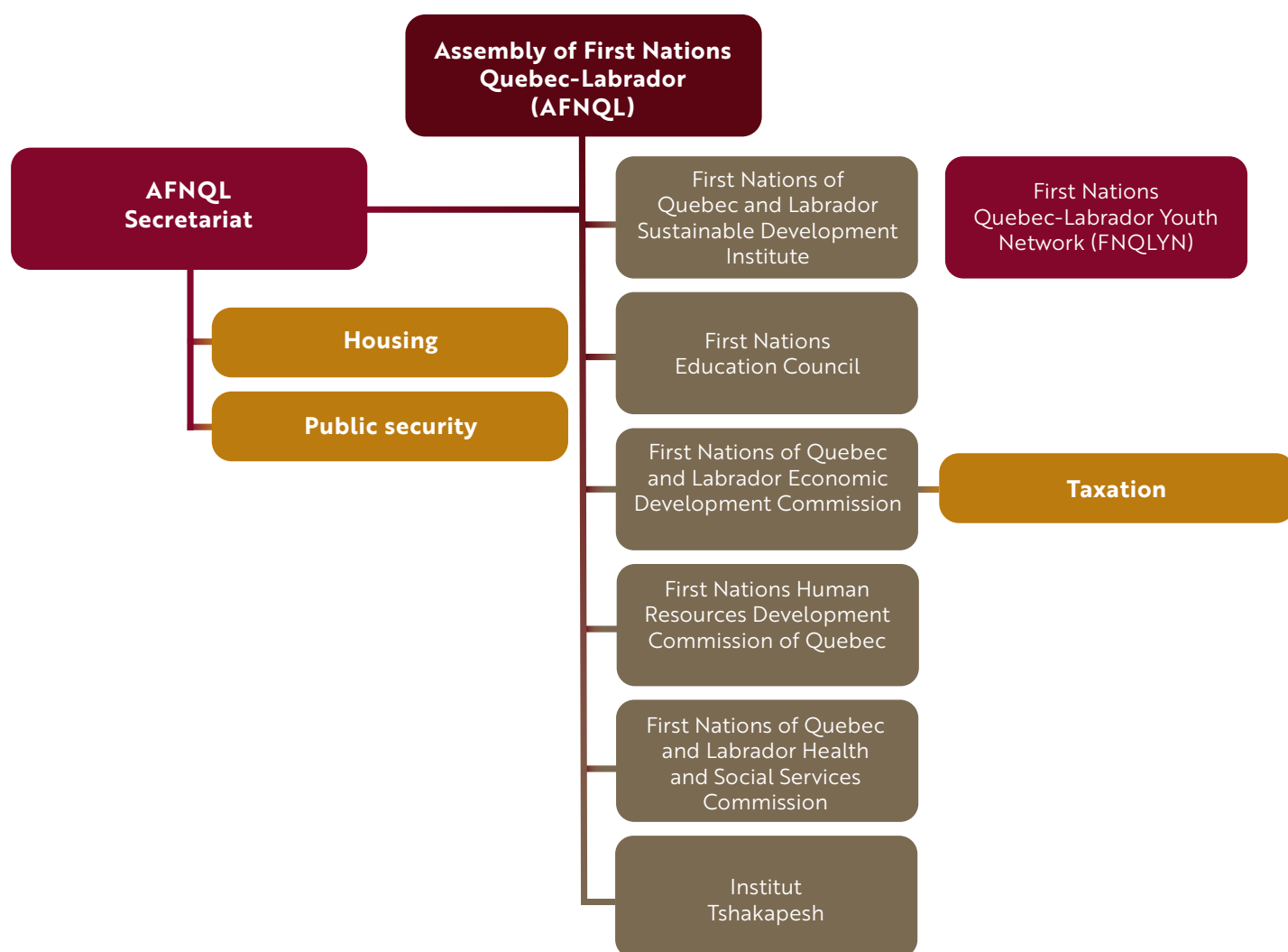
TITLE	COLLABORATORS
Regional Health Survey – Phase 4	First Nations Information Governance Centre
First Nations Regional Child and Family Wellness Survey	First Nations Information Governance Centre
Research on free and in-formed consent and imposed sterilizations among First Nations women in Quebec– Phase 2	Suzy Basile, Professor, Université du Québec en Abitibi-Témiscamingue
Concept of wellness and development of indicators	First Nations
Regional evaluation of the FNCFS reform	First Nations
Evaluation of the implementation and impacts of the Indigenous Early Learning and Child Care funding among the First Nations communities in Quebec	First Nations
Québec Study on Social Relations at School, at Work and in the Community - First Nations component	First Nations, Institut de la statistique du Québec and Quebec’s Ministère de la Famille
Improved knowledge of the health status of First Nations in Quebec	Mylène Riva, Professor, McGill University

Appendix 4: FNQLHSSC Organizational Chart

Update: June 20, 2025



Appendix 5: Reporting structure of the AFNQL and the regional commissions and organizations (chart)





MISSION

First Nations individuals, families and communities are healthy, have equitable access to quality care and services, and are self-determining and culturally empowered.

VISION

To accompany Quebec First Nations in achieving their health, wellness, culture and self-determination goals.